

SPECIAL ISSUE: THE INC. 500

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Inc.

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AMERICA'S FASTEST-GROWING PRIVATE COMPANIES

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THE 1986 INC. 500

AMERICA'S FASTEST-GROWING PRIVATE COMPANIES

FOR THE FIFTH YEAR, WE ARE PROUD TO PRESENT the INC. 500. Each of the companies that appear on this year's list represents a dramatic tale of risk and reward, enterprise and ingenuity—too many tales, in fact, to be able to do them all justice between the covers of a single issue. In the pages that follow, we visit a remarkable building-supply company that tops the 1986 list with its 100,000% growth over the past five years. We also explore different strategies for business growth as they have been followed by the six companies that have made the 500 list since its inception.

Beyond the individual tales, however, is the story told by the INC. 500 as a whole. Each year's class of growth leaders has anticipated some of the changes in U.S. business, providing what the statisticians might call a leading economic indicator. 1986 is no exception.

This year, for example, there is a hint that the pace of growth has turned downward for the first time. The Class of '86 has an average five-year sales growth of 1,042%—nearly double the figure for the original Class of '82, but down from the roaring 1,315% rate of last year's. The dip probably foreshadows some softening in the overall economy. But there is also strong statistical evidence that much more of this year's growth rate is real growth, not growth fed by the inflationary fires of the late 1970s.

Just as important, the INC. 500 has become successively more productive. The companies on this year's list are considerably bigger in terms of sales, but considerably smaller in terms of employment, than companies on earlier lists. As a result, average sales per employee in 1986 are

about \$126,000, or more than twice the productivity of the Class of '82.

A less dramatic trend is toward smaller profit margins. Although the information we get from private companies is sketchy, it does reveal that 61% of this year's companies operated with aftertax profits of 5% or less. In 1982, when taxes were generally higher, only about 40% of the companies operated on such narrow margins. Although most owners would prefer to see higher profits, many economists would find in the sales, productivity, and profit figures some evidence of a leaner, hungrier, and more competitive economy.

Finally, there are encouraging signs of resilience in America's industrial sector. During the past five years, Rust Belt states, such as Indiana, Michigan, Missouri, Ohio, Pennsylvania, New Jersey, and New York, have held their own or shown modest gains in the geographic distribution of INC. 500 companies. And over the same period, the lists have shown only a 5% shift from manufacturing to the service sector. Is this proof of an industrial renaissance? Hardly. But it does seem to cast a shadow of doubt on recent prophecies of industrial collapse.

The wisdom of those who study it is that the U.S. economy is today the most dynamic and entrepreneurial of any nation in the world. In its five years, the INC. 500 has become a metaphor for that dynamism and spirit of entrepreneurship. To those who made the list this year—and those who aspire to it in the future—we salute your risk taking, your resolve, and your resourcefulness.

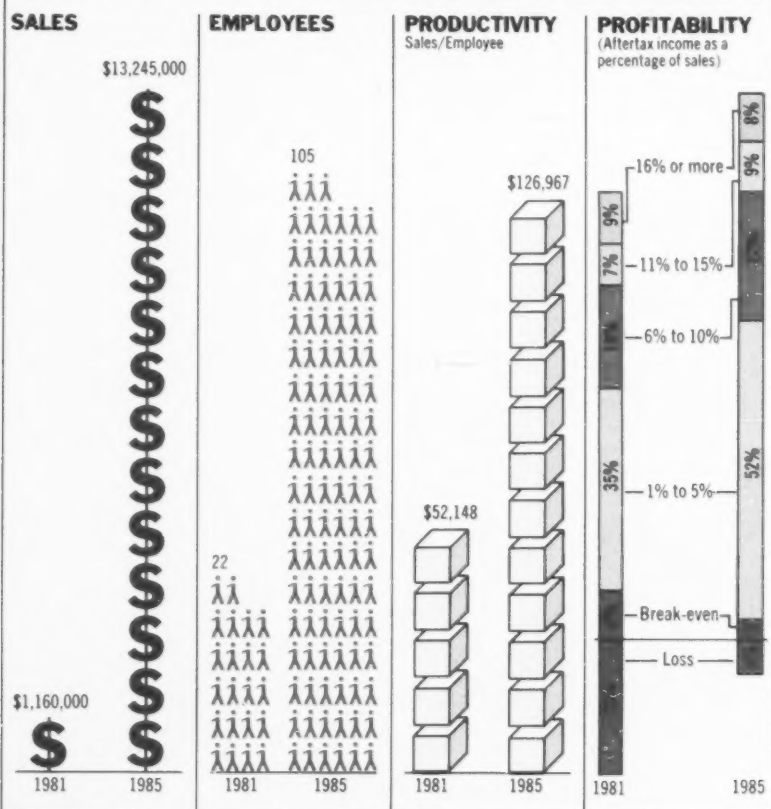
— The Editors

THE INC. 500

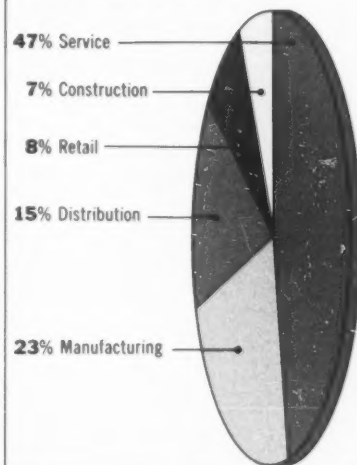
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AT A GLANCE

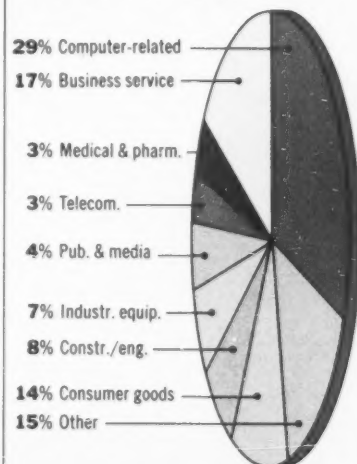
HISTORY OF GROWTH: THE AVERAGE INC. 500 COMPANY



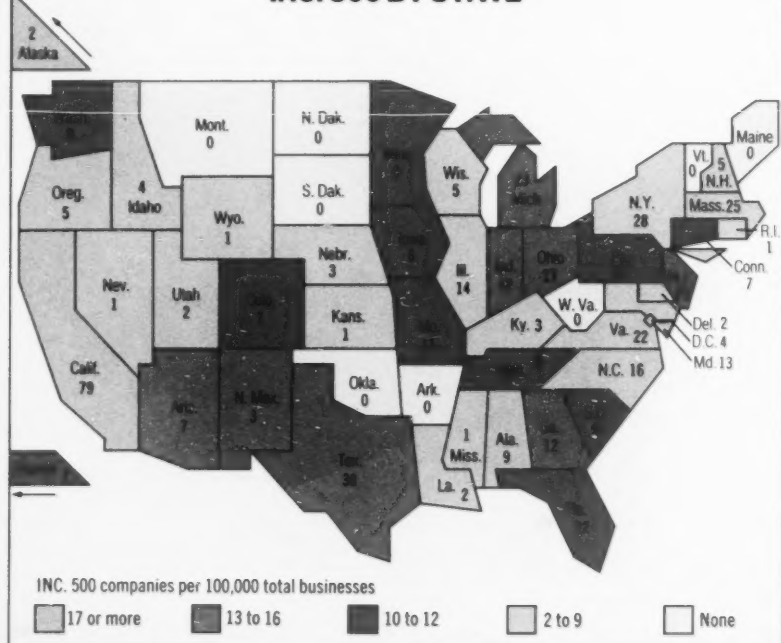
INC. 500 BY SECTOR



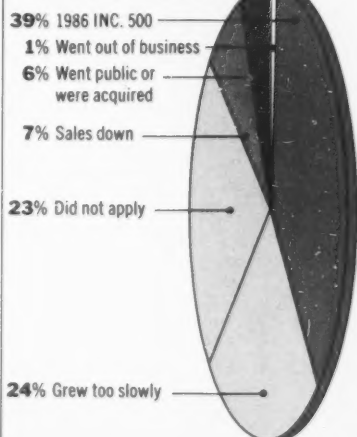
INC. 500 BY INDUSTRY



INC. 500 BY STATE



WHAT HAPPENED TO THE CLASS OF '85?



THE 500

#8 TEMPS & CO. WASHINGTON, D.C.



Steve and Crystal Ettridge

Many INC. 500 companies are wife-and-husband teams, but so far as we can tell, this is the only sister-brother collaboration. Like many siblings, Crystal and Steve Ettridge were quite competitive as kids—she envious of his outgoing personality, he jealous of her academic success (she's a former Fulbright scholar). In the early days, she minded the shop while he made the sales calls, but this year, both are involved in buying up smaller competitors (they've acquired two so far) while managing and motivating a full-time staff that's grown to 96, in addition to 3,000 temps on their active roster.

"Are you married?" curious clients often ask the partners.

"Oh, no," Crystal replies. "I could do much better than that."

Company (1985 rank) Business description	Sales growth 1981-85 Percent increase		'85 sales (\$000)	'81 sales (\$000)	Profit range*		No. of employees '85 '81		Date founded
					'85	'81			
1. ABC Supply (2) Beloit, WI Distr. building supplies	109,737%		\$183,428	\$167	D	D	600	2	1979
2. Eastex Gas Transmission Tyler, TX Resells, transports natural gas	47,481		80,412	169	D	D	27	3	1980
3. AmeriGroup Stamford, CT Tax syndication	18,518		23,273	125	D	D	50	4	1981
4. Int'l Research & Evaluation Eagan, MN Technology transfer database	17,232		18,545	107	A	C	92	16	1972
5. Leone Enterprises Los Angeles, CA Water-purification systs.	11,176		11,840	105	C	D	25	2	1981
6. Chemoil Holding San Francisco, CA Fuel oil trading & supply	11,169		183,795	1,631	D	E	21	4	1981
7. Gibson Group Cincinnati, OH Mkts. paper & paperboard	10,860		36,607	334	D	D	8	7	1981
8. Temps Washington, DC Temporary svcs.	9,157		12,774	138	D	F	42	2	1981
9. Morris Decision Systems New York, NY Computer sales, svc.	9,008		21,131	232	E	F	90	6	1980
10. Maui & Sons Irvine, CA Mfrs. men's wear	8,031		8,456	104	C	D	9	2	1981
11. Zymark Hopkinton, MA Automated lab instruments	7,555		11,482	150	D	F	152	8	1981
12. Applied Energy Services Arlington, VA Operates nonregulated utilities	7,079		9,189	128	D	F	176	8	1981
13. Advanced Medical Systems Horsham, PA Distr. medical equipment	6,906		7,847	112	C	D	15	12	1980
14. Independent Container Louisville, KY Mfrs. corrugated prods.	6,648		7,558	112	D	F	49	16	1981
15. Emmis Broadcasting Indianapolis, IN Radio broadcasting	6,513		19,245	291	F	F	121	18	1981
16. Direct Marketing Technology Rolling Meadows, IL Computer svcs. to mktg. industry	6,502		8,120	123	A	F	139	29	1981
17. UniMessens Detroit, MI Construction services	6,493		7,252	110	D	E	3	2	1978
18. Information Systems & Networks Bethesda, MD Telecommunications engineering	6,410		19,789	304	B	B	200	15	1980
19. May-Craft Information Systems Dallas, TX Data communications	6,169		7,272	116	D	F	18	7	1978
20. Integrated Systems Analysts Arlington, VA Defense systems engineering	6,005		15,689	257	D	E	259	6	1980
21. Core International Boca Raton, FL Computer mfr. & retailer	5,940		15,341	254	A	A	23	2	1972
22. All American Hero (15) Fort Lauderdale, FL Fast-food franchisor	5,723		18,925	325	B	E	11	5	1980
23. Interactive Business Systems Oak Brook, IL Data-processing software	5,622		6,351	111	D	F	100	6	1981
24. Mental Health Management McLean, VA Mental-health units	5,618		16,755	293	C	F	300	15	1981
25. Itron Spokane, WA Hand-held computer systs.	5,522		27,999	498	C	F	280	35	1977

*INC. estimate: A. 16% or more; B. 11% to 15%; C. 6% to 10%; D. 1% to 5%; E. Breakeven; F. Loss

#31 ISLAND WATER SPORTS INC. DEERFIELD BEACH, FLA.



Kirk Cottrell

Wouldn't you know it? The day Kirk Cottrell opened his flagship store in Deerfield Beach, a hurricane rammed into the Florida coast. Sales were outta sight.

Hurricanes bring wind, and wind brings surf, and surf brings surfers—kids, mostly. Cottrell calls them "grommets," and for the grommets of Deerfield Beach, Cottrell has become something of a Pied Piper. He surfs with them, and they "hang" at his store. Worried parents call Cottrell to see if he might talk some sense into their kids. And not coincidentally, the kids buy his gear—the surfboards, the sweatshirts, the baggies (surfer talk for swimsuits).

There are 22 Island Water Sports stores now, most of them franchises, each one with its own specialty and its own set of grommets. In Dania, Fla., it's sailboards. In Tallahassee, it's water skis. In St. Louis (not much surf there), it's skateboards. This is retailing to the MTV generation. The Beach Boys meet Don Johnson.

Company (1985 rank) Business description	Sales growth 1981-85 Percent increase		'85 sales (\$000)	'81 sales (\$000)	Profit range*		No. of employees		Date founded
					'85	'81	'85	'81	
26. Richard Young Office Prods. (30) Fort Lauderdale, FL Word/data-processing supplies	5,388%		\$9,988	\$182	D	D	30	8	1979
27. PSI Costa Mesa, CA Maintenance of elect.-generat. stations	5,213		11,211	211	C	C	220	30	1981
28. Resource Information Mgmt. Sys. (2) Oak Brook, IL Systs. to automate health-care ind.	5,117		10,955	210	B	E	63	5	1981
29. ADD Electronics East Syracuse, NY Distr. electronic components	5,114		10,220	196	E	F	58	4	1981
30. SCA (6) Redmond, WA Health & fitness equipment	4,948		37,205	737	B	B	262	15	1980
31. Island Water Sports (25) Deerfield Beach, FL Water sporting goods	4,516		7,385	160	B	A	35	3	1979
32. BMC Software (254) Sugar Land, TX Dvlp. systems software	4,182		9,335	218	F	C	60	6	1980
33. Sun Financial Clearwater, FL Financial svcs., equip. leasing	4,180		4,836	113	B	D	4	1	1981
34. National Health Care Affiliates (23) Buffalo, NY Health care	4,091		36,382	868	D	C	1,621	56	1977
35. Web Technologies Oakville, CT Mfrs. laminated flexible prods.	3,956		7,463	184	D	A	48	3	1981
36. Conservatree Paper San Francisco, CA Wholesale paper	3,947		9,024	223	E	F	8	5	1976
37. Lifetree Software Monterey, CA Publ. software	3,940		4,121	102	C	C	30	1	1981
38. General Computer Cambridge, MA Dvlp., mkts. peripherals	3,908		20,441	510	D	A	113	8	1981
39. RJO Enterprises Lanham, MD Info. systs. architecture	3,844		4,970	126	D	D	116	2	1979
40. Lutz Associates Detroit, MI Human-resource dvlp. svcs.	3,736		4,565	119	C	F	46	4	1980
41. Tricom Group West Hempstead, NY Computer distr. & maintenance	3,717		7,329	192	D	D	18	2	1981
42. F. A. Components (59) Elmhurst, NY Distr. microcomputer hardware	3,699		31,153	820	D	D	45	3	1980
43. Captive-Aire Systems (65) Raleigh, NC Mfrs. kitchen-ventilation equip.	3,684		6,017	159	C	C	62	8	1979
44. Quality "S" Manufacturing (98) Phoenix, AZ Mfrs. trailer hitches	3,577		6,030	164	A	A	65	10	1977
45. Micro Center (16) Columbus, OH Computer department store	3,509		25,988	720	D	B	120	12	1979
46. Teleconnect (28) Cedar Rapids, IA Telemktg. & telecomm. syst. dvlp.	3,476		72,306	2,022	D	D	700	30	1979
47. Alpharel Camarillo, CA Computerized mgmt. systs.	3,400		7,596	217	F	F	80	6	1981
48. United Phone Book Advertisers Lincoln, NB Publ. phone directories	3,366		4,021	116	D	F	128	6	1981
49. Mobile Imaging Pittsburgh, PA Computerized medical-tech. svcs.	3,346		4,480	130	A	F	11	2	1980
50. American Remodeling Irving, TX Exterior residential remodeling	3,310		34,000	997	C	D	190	25	1980
51. Thomas Design & Engineering Svcs. Swartz Creek, MI Designs machines & molds	3,163		6,101	187	C	A	199	5	1980
52. Shawmut Design & Construction Boston, MA Architecture/engineering	3,124		4,224	131	D	E	52	3	1981
53. Broadway & Seymour Charlotte, NC Computer systs. & svcs.	3,096		14,221	445	D	F	225	10	1981
54. DPCS (45) Huntington Beach, CA Computer programming svcs.	3,034		8,807	281	D	E	36	6	1977
55. Sigal (134) Washington, DC General contracting	2,968		64,952	2,117	D	D	110	40	1976
56. Advanced Energy Industries Fort Collins, CO Electronic power supply mfr.	2,931		6,577	217	D	B	106	12	1981
57. South Kansas City Electric Lenexa, KS Electrical construction contracting	2,922		4,563	151	D	D	101	8	1980
58. Crosby Vandenberg Group (62) Boston, MA Magazine publishing	2,879		10,307	346	C	F	45	10	1980
59. Computer Technology Associates (34) Englewood, CO Aerospace systs. engineering	2,842		22,389	761	D	C	324	50	1979
60. Southwall Technologies (116) Palo Alto, CA Mfrs. thin film prods.	2,818		9,631	330	C	F	102	24	1979

*INC. estimate: A. 16% or more; B. 11% to 15%; C. 6% to 10%; D. 1% to 5%; E. Break-even; F. Loss

Company (1985 rank) Business description	Sales growth 1981-85		'85 sales (\$000)	'81 sales (\$000)	Profit range*		No. of employees		Date founded
	Percent increase				'85	'81	'85	'81	
61. Sytek Mountain View, CA LAN data-communication sys.	2,774%	\$70,422	\$2,450	F	F		475	38	1979
62. Travel Ventures Hilton Head, SC Retail travel agency	2,708	11,595	413	D	D		60	3	1977
63. Rattan Showroom Austin, TX Retail furniture store	2,690	4,883	175	D	C		44	3	1981
64. Claremont Financial Services (117) Boston, MA Property development & mgmt.	2,686	50,601	1,816	B	D		224	79	1968
65. Broderbund Software (12) San Rafael, CA Publ. software	2,682	20,000	719	B	C		110	10	1980
66. United States Medical Cincinnati, OH Medical laser dealer	2,652	6,083	221	D	C		21	2	1981
67. 3 Strikes New York, NY Customized embroidered sportswear	2,632	3,196	117	B	F		5	1	1981
68. Softsel Computer Products (4) Inglewood, CA Dist. microcomputer equip.	2,617	206,790	7,610	D	D		450	40	1980
69. Summa Four (230) Manchester, NH Telecommunications peripherals	2,604	12,170	450	D	F		135	18	1976
70. Abacus II Computers Toledo, OH Computer retailer	2,577	10,683	399	D	D		50	5	1980
71. John Paul Mitchell Systems Beverly Hills, CA Professional hair-care prods.	2,570	11,454	429	A	B		19	4	1980
72. Motion Designs Fresno, CA Mfrs. light sports wheelchairs	2,538	9,708	368	C	C		87	3	1980
73. Bennett Funding Group (19) Syracuse, NY Equipment leasing	2,498	41,305	1,590	D	D		34	8	1977
74. Triad Energy Houston, TX Oil & gas producer/explorer	2,491	3,031	117	C	F		21	4	1979
75. Computer Specialists Monroeville, PA Computer programming svcs.	2,473	2,882	112	A	F		87	4	1980
76. Group Benefit Services Hunt Valley, MD Group insurance administrator	2,472	3,883	151	D	D		7	2	1980
77. San Diego Design (71) Santee, CA Mfrs. home furnishings	2,460	6,962	272	D	A		125	12	1980
78. Commonwealth Tool Specialty Roanoke, VA Indust. cutting-tool specialists	2,457	2,583	101	D	F		12	1	1981
79. Strategic Management Group Philadelphia, PA Bus. simulations & mgmt. training	2,456	2,607	102	C	F		30	4	1981
80. CommTek (21) Boise, ID Magazine publishing	2,445	15,321	602	F	B		125	9	1977
81. Replacements Greensboro, NC China & crystal mail order	2,387	3,955	159	D	D		40	1	1981
82. Hartley Coursewares Diamondale, MI Educational computer software	2,369	2,666	108	A	D		14	3	1981
83. Corporate Information Systems Bridgeville, PA Data-processing consulting	2,317	3,311	137	C	D		97	4	1981
84. Flam & Russell Horsham, PA Engineering firm	2,305	3,776	157	B	F		45	8	1980
85. RPM Pizza Gulfport, MS Pizza delivery	2,277	77,002	3,239	D	F		722	20	1981
86. Runco Video (286) Foster City, CA Mfrs. projection TVs	2,253	3,318	141	E	D		30	3	1980
87. Wittner Hanahan & Peck St. Petersburg, FL Employee benefits prog. admin.	2,247	3,778	161	D	F		23	3	1980
88. Fusion Products International San Rafael, CA Utility software for IBM minicomp.	2,244	4,642	198	C	A		31	3	1981
89. E C (73) Oak Ridge, TN Engineering contractor	2,200	8,372	364	D	B		177	9	1977
90. Delta Group Chesapeake, VA Owns & operates motels, office bldgs., shop. ctrs.	2,199	7,289	317	D	C		100	25	1970
91. Execu-Flow Systems Cranford, NJ Turnkey computer sales	2,199	2,368	103	D	D		15	4	1981
92. Sundance Spas (83) Chino, CA Mfrs. portable spas	2,137	16,400	733	D	C		200	40	1976
93. Datamatic Richardson, TX Telecommunication sys.	2,137	8,277	370	D	D		40	4	1980
94. Burn-Off Irving, TX Mfrs. suntan products	2,112	2,500	113	C	A		6	1	1981
95. KOH Systems Rockville, MD ADP, telecomm., mgmt. consulting	2,098	5,935	270	D	F		100	4	1980

*INC. estimate. A. 16% or more; B. 11% to 15%; C. 6% to 10%; D. 1% to 5%; E. Break-even; F. Loss

#81 REPLACEMENTS LTD. GREENSBORO, N.C.



TEA WILLIAMS

Robert Page

When we called, Robert Page was at home, nursing nine broken ribs, a broken arm, and a broken leg. It seems he had been in an auto accident. And his bones weren't the only things that broke in the crash. Page also lost 18 boxes full of china, crystal, and stemware that he planned to sell to customers who themselves had broken a luncheon plate or chipped a goblet from a discontinued pattern.

Replacements Ltd. started as a hobby. While an auditor for the state of North Carolina, Page enjoyed spending his weekends at flea markets and antique shops collecting odd pieces of fine china. The requests from friends and customers that he used to keep in a recipe box are today logged onto computers by a programmer and five data processors. And a staff that has grown to 55 now works a national network of 1,100 shops and dealers. The customers have changed, too: Beverly Sills has recently ordered some replacements for the Anemone pattern she uses in her country home, while the Vatican has written to order \$430 in replacement pieces for Mother Teresa's Cobina.

Page himself uses no china or crystal in his own home. "Mostly, I eat out," he admits. "I have some stuff I can put in the microwave."

#109 PROMEGA CORP. MADISON, WIS.



William A. Linton

It will probably be a few more years before biotechnology firms convert years of expensive research into government-approved and commercially viable products—and before they start showing up on the INC. 500. In the meantime, there is Promega Corp., developer and manufacturer of some of the basic tools for the gene-splicing trade: enzymes that do the cutting and splicing of DNA molecules.

Promega is now a nearly \$3-million company with customers worldwide and subsidiaries in the Netherlands and Australia. The company is also part of a joint venture to transfer the miracle of biotechnology to potentially the world's largest biomedical market, China.

Company (1985 rank) Business description	Sales growth 1981-85 Percent increase	'85 sales (\$000)	'81 sales (\$000)	Profit range* '85 '81	No. of employees		Date founded
					'85	'81	
96. Network Rental Atlanta, GA Rent-to-own household goods	2,092%	\$5,414	\$247	D A	124	6	1981
97. Basic Computer (70) Akron, OH Microcomputer sales	2,086	42,062	1,924	F C	170	26	1978
98. SRS Network (50) New York, NY Data processing	2,071	5,407	249	D C	68	10	1978
99. Hesselbart & Mitten/Watt Cleveland, OH Public relations	2,071	2,649	122	A F	25	5	1981
100. Mark Moseley Enterprises Haymarket, VA Travel agency	2,071	9,508	438	F F	30	3	1981
101. M. W. Halpern Garland, TX General contractor	2,029	4,279	201	C C	40	2	1979
102. Trelltex Houston, TX Industrial rubber prods.	2,019	2,946	139	D F	8	3	1981
103. Computer Dynamics (49) Virginia Beach, VA Computer engineering svcs.	2,003	11,148	530	D C	435	30	1979
104. Perry Morris Newport Beach, CA Equipment leasing & financing	1,993	5,169	247	C B	30	5	1980
105. WRB Associates Troy, MI Computer software dvlpmnt. & sales	1,987	2,859	137	D D	18	3	1969
106. Computer Components Int'l San Francisco, CA Distr. abrasive materials	1,985	2,523	121	D F	4	2	1980
107. Clean Harbors of Kingston Braintree, MA Environ. svcs., pollution control	1,955	30,844	1,501	C C	250	15	1980
108. Champion Awards (147) Memphis, TN Trophies & awards	1,947	3,071	150	D C	50	4	1970
109. Promega Madison, WI Mfrs. advanced reagent svcs.	1,943	2,820	138	D F	37	13	1980
110. Comlinear Fort Collins, CO Mfrs. signal-processing components	1,943	3,146	154	F A	40	3	1980
111. Consolidated Dutchwest Plymouth, MA Distr. wood & coal stoves	1,915	14,769	733	C F	50	10	1980
112. Integrated Systems Management La Jolla, CA Computer software & svcs.	1,894	2,034	102	A A	20	5	1979
113. American Calculator & Computer (29) Birmingham, AL Computer & calculator sales	1,853	12,734	652	D D	48	4	1980
114. S. W. M. Business Forms & Supplies St. Louis, MO Distr. business forms	1,850	2,028	104	D F	6	3	1981
115. Robec (103) Montgomeryville, PA Distr. microcomputer equip.	1,828	32,999	1,712	D D	90	9	1978
116. Logistix (167) Milpitas, CA Contract mfr.	1,819	14,926	778	D D	40	10	1974
117. Holton Erectors Wixom, MI General contractor	1,805	2,115	111	D F	30	10	1980
118. Glenn, Nyhan & Associates San Francisco, CA Health-care insurance svcs.	1,788	4,549	241	C F	64	12	1980
119. Code Alarm Madison Heights, MI Automobile security	1,783	3,766	200	C C	35	7	1980
120. OMNI Resources Millbury, MA Mfrs. floppy disks	1,777	2,402	128	E E	37	5	1980
121. Solution Systems Narberth, PA Remote computer svcs.	1,740	2,061	112	C B	8	5	1981
122. Quality Systems Vienna, VA Computer svcs. engineering & dvlpmnt.	1,723	6,017	330	D D	120	20	1981
123. Oregon Freightways Medford, OR Trucking	1,715	4,956	273	D F	100	15	1981
124. Tech Data (192) Clearwater, FL Microcomputer peripherals	1,694	37,652	2,099	D F	63	14	1974
125. Dynacom Telecommunications Watertown, MA Business communication svcs.	1,673	2,748	155	C E	35	3	1980
126. Slotline Golf (295) Huntington Beach, CA Mfrs., sells golf clubs	1,645	3,647	209	D F	68	8	1975
127. Profile (120) Pompano Beach, FL Vertical blind svcs.	1,630	13,705	792	D F	120	40	1978
128. National Decision Systems Encinitas, CA Database applications	1,611	6,416	375	D E	116	9	1979
129. Dealer Investment Service (109) Indianapolis, IN Svcs. & prods. to auto dealers	1,598	14,924	879	F A	106	6	1976
130. Screen Graphics Memphis, TN Printing	1,598	6,621	390	C D	118	31	1973

*INC. estimate: A. 16% or more; B. 11% to 15%; C. 6% to 10%; D. 1% to 5%; E. Break-even; F. Loss

#151 KIRK HORSE INSURANCE INC. LEXINGTON, KY.



Ronald and Lori Kirk

They insure horses, don't they?

You bet. Indeed, with racehorses fetching \$13 million these days, insurance for a single horse can cost \$400,000 a year. Time was when insurers would cover only the cash value of a horse—a figure that could change with the publication of a single day's race results. So settlements were often complicated affairs. Then came Ronald and Lori Kirk, who began offering policies that guaranteed quick, fixed settlement fees in case of loss.

Ronald Kirk was not new to insurance nor to horses. As a young man, he cleaned stables and taught riding. And as a graduate of Harvard Business School in search of management experience, he signed on as a vice-president with a life-insurance company in Dallas. Vocation and avocation joined forces in 1981, and today the Kirks insure in excess of \$1 billion worth of horses throughout the world.

Company (1985 rank) Business description	Sales growth 1981-85	'85 sales (\$000)	'81 sales (\$000)	Profit range*		No. of employees		Date founded
	Percent increase			'85	'81	'85	'81	
131. Berger Denver, CO Information mgmt. consultants	1,594%	\$2,236	\$132	C	F	43	8	1981
132. Datatel Cherry Hill, NJ Mfrs. data-communications equip.	1,588	5,604	332	C	C	67	6	1979
133. Bowser Cabinet & Casework San Diego, CA Mfrs. cabinets & casework	1,583	1,801	107	D	A	26	2	1979
134. Garey Construction (293) Austin, TX Excavation & road construction	1,580	19,086	1,136	D	D	80	24	1977
135. Xscribe (17) San Diego, CA Computer-aided transcription systs.	1,577	22,242	1,326	E	C	270	50	1978
136. Word & Data Processing Products Omaha, NB Computer distr. & software divlpmnt.	1,569	4,758	285	D	C	35	3	1979
137. Second City Systems Northbrook, IL Business communications products	1,568	2,068	124	C	C	30	3	1980
138. Apex Microtechnology Tucson, AZ Mfrs. power optional amplifiers	1,565	3,196	192	B	A	64	5	1980
139. E & A Industries (96) Indianapolis, IN Mfrs. chemicals	1,557	34,705	2,095	C	C	385	23	1977
140. Parameter Driven Software Birmingham, MI Fourth-generation computer software	1,555	4,021	243	E	D	20	3	1981
141. O/E Automation Troy, MI Office automation sales/consulting	1,543	32,903	2,003	D	F	243	6	1979
142. Coffee Products Everett, WA Coffee distributor	1,523	4,901	302	D	D	8	3	1981
143. Dytronix Dallas, TX Insurance software & consulting	1,510	2,815	174	B	C	53	1	1979
144. D. D. F. Transportation Buffalo, NY Common carrier	1,516	1,810	112	D	D	12	2	1981
145. American Computer Professionals Columbia, SC Computer professional svcs.	1,500	3,776	236	C	C	72	6	1979
146. Total-Dent Cromwell, CT Dental practice	1,499	1,823	114	F	A	47	8	1976
147. YWC Monroe, CT Environmental consulting	1,496	5,314	333	D	E	100	30	1980
148. Sparta (80) Huntsville, AL Government research	1,495	17,765	1,114	C	C	243	23	1979
149. Sunquest Information Systems Johnstown, PA Medical lab. info. systs.	1,486	6,597	416	C	D	46	5	1979
150. Motor Age Bogota, NJ Automotive replacement parts	1,482	16,045	1,014	D	E	95	18	1980
151. Kirk Horse Insurance Lexington, KY Thoroughbred horse insurance	1,481	28,556	1,806	D	D	7	3	1981
152. Oneida Asbestos Removal Marcy, NY Asbestos abatement svc.	1,468	3,481	222	D	D	70	3	1981
153. Great Western Leasing (311) Salt Lake City, UT Truck equip. leasing, rental	1,460	9,939	637	B	C	30	5	1978
154. Nor-Cote Chemical Crawfordsville, IN Mfrs. special inks & coatings	1,448	1,857	120	C	C	20	3	1976
155. Sobel Linen Las Vegas, NV Linen supplier	1,442	10,361	672	D	D	12	5	1981
156. CardioData (158) Northboro, MA Mfrs. medical electronics	1,432	3,386	221	D	D	30	5	1971
157. Gary A. Taylor Construction Jackson, TN General contractor	1,425	1,571	103	C	A	12	4	1980
158. Connecticut Radio Network (94) Hamden, CT Produces/syndicates radio programming	1,416	3,593	237	D	F	17	6	1971
159. Aim Executive (187) Toledo, OH Executive recruiting	1,411	3,702	245	A	B	37	12	1977
160. Financial Proformas Lafayette, CA Cash-flow credit analysis	1,409	1,524	101	D	F	25	2	1980
161. DEAMM Investment Alamosa, CO Tire & auto svcs.	1,402	1,878	125	C	D	31	8	1975
162. Technical Data Boston, MA Investment analysis svcs.	1,400	5,581	372	A	B	31	5	1980
163. C. J. P. Development (416) Cranbury, NJ Residential siding	1,397	6,409	428	D	E	140	25	1972
164. Little Salt Lake City , UT Mortgage field svcs.	1,393	1,538	103	B	A	15	4	1979
165. PhoneAmerica Malvern, PA Telephone-systs. sales	1,392	1,537	103	D	F	36	5	1981

*INC. estimate. A. 16% or more; B. 11% to 15%; C. 6% to 10%; D. 1% to 5%; E. Break-even; F. Loss

*INC. estimate. A. 16% or more; B. 11% to 15%; C. 6% to 10%; D. 1% to 5%; E. Breakeven; F. Loss

#169

**AMERICAN LEISURE
INDUSTRIES INC.
LANHAM, MD.**

Patrick and Martin Gorman

"Why did God create the goyim?" begins the old Jewish joke.

"Because *somebody* has to pay retail" is the reply.

Some—but not many. It is only a foolish business that doesn't arrange for some sort of corporate discount for its employees' airplane tickets and hotel rooms. But what about individual travelers?

That question led Patrick and Martin Gorman to American Leisure Industries Inc. The company is best known for its Encore travel program, which gives one million paying members the right to a second night free at major-chain hotels, a 25% discount from National Car Rental, and cash refunds on airline tickets purchased through Encore. And if you have the kind of life that allows you to pick up and leave on a moment's notice, American Leisure can save you up to two-thirds the cost for a place on a packaged vacation tour—a bargain for you, a consolation prize for the tour director with an empty seat.

In turning a clever idea into a \$14-million business, American Leisure is a classic INC. 500 company. Too bad, then, that its address is 4501 *Forbes* Boulevard. Mr. Forbes, we hear, always travels first-class.

Company (1985 rank) Business description	Sales growth 1981-85 Percent increase		'85 sales (\$000)	'81 sales (\$000)	Profit range*		No. of employees		Date founded
	'85	'81	'85	'81					
166. Pioneer/Eclipse (87) Sparta, NC Mfrs. cleaning chemicals	1,387%		\$12,568	\$845	D	B	75	9	1978
167. North American Roofing (10) Carmel, IN Roofing svcs.	1,384		11,250	758	F	D	200	40	1980
168. United Leasing of America Marlow Heights, MD Auto & equip. lease broker	1,383		32,292	2,178	D	D	25	10	1979
169. American Leisure Industries (97) Lanham, MD Travel company	1,376		14,321	970	D	E	123	25	1978
170. Microdynamics Dallas, TX CAD/CAM systs.	1,370		8,613	586	D	F	59	12	1979
171. Walker Richer & Quinn Seattle, WA Computer terminal emulation	1,341		1,974	137	F	D	16	5	1981
172. Glen Ivy Financial Group (205) Corona, CA Real estate dvlpmt.	1,305		12,910	919	C	C	200	25	1975
173. Elgin/Syferd Seattle, WA Advertising & public relations	1,290		3,100	223	B	F	51	13	1981
174. Amtran (7) Indianapolis, IN Airline	1,278		165,692	12,022	D	D	1,051	150	1973
175. Interactive Networks Central Islip, NY Data & video communications	1,276		1,981	144	D	D	13	4	1979
176. LaBrec Financial Group (274) Nashville, TN Financial svcs.	1,269		2,588	189	C	C	11	6	1976
177. Vista Technology (56) San Marcos, CA Distr. computer prods.	1,221		12,548	950	D	C	35	4	1979
178. Employment Services Virginia Beach, VA Training & employment svcs.	1,219		5,223	396	C	F	175	20	1977
179. Academic Guidance Services (214) Marlton, NJ Computerized guidance svcs.	1,216		1,408	107	A	A	37	5	1975
180. Optim Electronics Germantown, MD Data acquisition systs.	1,216		1,829	139	B	F	27	6	1980
181. Masterclean of North Carolina (46) Winston-Salem, NC Asbestos removal & contracting	1,204		5,190	398	B	B	18	6	1976
182. Greater California Dental Plan/NDS Northridge, CA Prepaid dental plan	1,201		2,264	174	E	D	9	4	1978
183. Empire Transport Service Mahwah, NJ Airport & limo svc.	1,191		2,375	184	F	B	65	17	1980
184. Blagge Enterprises (132) Rancho Cordova, CA Distr. audio- & videotapes	1,186		11,404	887	D	D	22	7	1977
185. Jacore Systems Marietta, GA Supplies minicomputer systs.	1,185		23,126	1,800	C	C	57	30	1979
186. Zero Defects Boise, ID Mfrs. electronic products	1,181		1,922	150	D	F	45	10	1980
187. Mantissa Birmingham, AL Dvlps., mktg. software	1,173		1,719	135	E	E	7	3	1981
188. Innovative Computer Mgmt. Systems Louisville, KY Dvlps. software	1,165		1,430	113	D	F	17	3	1980
189. Wexco International Los Angeles, CA Construction consulting	1,159		1,322	105	A	A	25	10	1981
190. Williams Generics (403) Memphis, TN Distr. generic pharmaceuticals	1,144		14,719	1,183	A	A	63	8	1970
191. Viking Electric (85) Santa Clara, CA Electrical contracting	1,144		24,726	1,988	D	D	172	57	1978
192. JL Associates (75) Hampton, VA Contractor/mgmt. svcs.	1,125		7,275	594	F	D	372	35	1979
193. Financial Supermarkets Peekskill, NY Financial svcs.	1,114		1,250	103	A	E	20	4	1978
194. ComputerLand of Hawaii (135) Honolulu, HI Computer sales & svc.	1,108		16,095	1,332	D	D	69	11	1978
195. SpeedDee Oil Change & Tune-up (84) Metairie, LA Nine-minute oil change	1,107		3,476	288	D	F	72	9	1980
196. Micro Data Base Systems Lafayette, IN Software development tools	1,104		13,003	1,080	C	F	166	40	1979
197. U.S. Communications Minneapolis, MN Promotional mktg.	1,100		17,758	1,480	D	D	103	7	1975
198. Science & Engineering Assoc. Albuquerque, NM Professional svcs.	1,092		5,362	450	D	D	75	20	1980
199. Tollman-Hundley Hotels New York, NY Hotel ownership & mgmt.	1,084		99,448	8,398	A	D	2,200	655	1979
200. Spencer & Spencer Systems St. Louis, MO Computer software dvlpmt.	1,078		4,510	393	D	E	60	14	1980

*INC. estimate. A. 16% or more; B. 11% to 15%; C. 6% to 10%; D. 1% to 5%; E. Break-even; F. Loss

*INC. estimate. A. 16% or more; B. 11% to 15%; C. 6% to 10%; D. 1% to 5%; E. Breakeven; F. Loss

#232 ORIGINAL COPY CENTERS INC. CLEVELAND



MIKE STEINBERG

Nancy Vetrone

She has lost her house—twice.

The first time, a fire left Nancy Vetrone and her five children with only the shirts on their backs. She borrowed mattresses from her mother, clothes from a friend, and moved in with her sister.

The second time, about 10 years later, Vetrone had just started her secretarial service. The entrepreneurial impulse was born of the frustrations of raising five children while trying to hold down as many as three jobs at one time. But unschooled in the ways of the business world, she had financed her start-up with three short-term home-improvement loans, secured by the house. When the loans came due, the company was still short of cash, and she was forced to put the house on the market.

Happily, Vetrone is now a homeowner once again, thanks to a \$1.1-million copy service that boasts profit margins of more than 16%.

Company (1985 rank) Business description	Sales growth 1981-85		'85 sales (\$000)	'81 sales (\$000)	Profit range*		No. of employees		Date founded
	Percent increase	'85			'81	'85	'81		
201. Dealer Information Systems (118) Bellingham, WA Application software	1,072%	\$7,596	\$648	D	F	60	10	1980	
202. Matrix Organization (76) King of Prussia, PA Data-processing professional svcs.	1,069	4,909	420	D	D	74	15	1980	
203. American Cablesystems (259) Beverly, MA Owner/operator cable-TV stations	1,066	68,939	5,913	F	F	676	113	1978	
204. Flextronics (122) Newark, CA Electronic assemblies	1,059	51,536	4,446	D	D	1,140	350	1969	
205. Commonwealth Equity Services (78) Newton, MA Investment brokerage	1,056	5,134	444	D	D	150	4	1979	
206. Associated Temporary Staffing Jacksonville, FL Temporary-employment staffing svc.	1,056	15,664	1,355	D	E	65	25	1978	
207. Drug Emporium (320) Worthington, OH Discount drugstore operator	1,055	144,446	12,508	D	D	504	80	1977	
208. Singer Chiropractic Consultants Los Angeles, CA Manages doctors' offices	1,040	2,850	250	D	D	30	5	1981	
209. Diaz Wholesale Atlanta, GA Food distributor	1,023	2,089	186	B	E	12	4	1980	
210. Performance Coatings Ukiah, CA Mfrs., mkts. clear wood finish	1,019	1,208	108	A	F	9	1	1977	
211. Solectron (144) San Jose, CA Electronic mfr. computer equip.	1,017	66,991	6,000	D	C	1,500	300	1977	
212. Financial Services Group (128) Greenville, SC Financial planning	1,013	2,427	218	A	A	30	2	1979	
213. Horizon International Buffalo Grove, IL Distr. printed prods.	999	6,925	630	D	B	16	2	1981	
214. TRC Temporary Services (26) Atlanta, GA Temporary-help svc.	998	25,108	2,287	D	D	97	16	1980	
215. ParaData Computer Networks Farmington Hills, MI Computer hardware & software	997	7,506	684	D	D	50	12	1979	
216. Computer Comm. Specialists (107) Norcross, GA Computer software	996	7,300	666	D	B	74	23	1977	
217. Honolulu Premium Products (268) Honolulu, HI Mfrs. jewelry	996	6,848	625	A	C	24	23	1979	
218. ESCA (334) Bellevue, WA Systems engineering	991	12,844	1,177	D	F	128	19	1978	
219. El Camino Resources (33) Sherman Oaks, CA Rental/lease computer equip.	984	36,944	3,409	D	D	33	7	1979	
220. Eckman Construction Manchester, NH General building construction	978	12,783	1,186	D	D	35	8	1974	
221. CAP International Marshfield, MA Market research & consulting	972	2,208	206	B	A	35	2	1979	
222. M. F. Smith & Associates Bernardsville, NJ Mgmt. & systs. consulting	970	2,396	224	D	B	30	28	1978	
223. re:Member Data Processing Svcs. Indianapolis, IN Computer svc. bureau	969	1,817	170	C	D	24	6	1981	
224. Barefoot Grass Lawn Service Worthington, OH Lawn fertilization	961	10,461	986	B	F	200	100	1981	
225. U-Save Auto Rental of America Salisbury, NC Used-vehicle rental franchisor	956	1,658	157	D	B	6	2	1979	
226. Aromatic Industries Orange, CA Fragrance products	955	4,706	446	D	D	70	20	1979	
227. Compact Performance (173) San Ramon, CA Distr. remanufactured auto engines	953	2,053	195	C	D	4	2	1977	
228. Gas Monitoring & Analysis Farmington Hills, MI Hospital consulting	952	1,094	104	E	C	15	3	1981	
229. American Star Software (51) Torrance, CA Publ. small-business software	950	3,664	349	D	D	42	6	1980	
230. K. O. Swanson (63) Milpitas, CA General contractor	944	23,641	2,265	F	D	105	10	1980	
231. Laurel Burch San Francisco, CA Jewelry & accessories	942	8,077	775	D	D	97	22	1979	
232. Original Copy Centers Cleveland, OH Legal/corporate copy svc.	939	1,122	108	A	B	20	5	1975	
233. MicroAge Tempe, AZ Computer-store franchisor	937	142,279	13,718	D	F	224	60	1976	
234. Dataman Group (454) Atlanta, GA Information mgmt.	937	3,640	351	A	E	32	10	1980	
235. All-Star Printing Lansing, MI Commercial printer	934	2,131	206	D	D	28	7	1961	

*INC. estimate. A. 16% or more; B. 11% to 15%; C. 6% to 10%; D. 1% to 5%; E. Break-even; F. Loss

*R/C estimate: A: 16% or more; B: 11% to 15%; C: 6% to 10%; D: 1% to 5%; E: Break-even; F: Loss

#251 COMPUTER SHOPPER OF TITUSVILLE INC.

#269 TITUSVILLE AIR CONDITIONING INC. TITUSVILLE, FLA.



BARTLETT & ASSOC.

Gary Altman, Gary Luke,
and Glenn Patch

Judging solely by its size—38,000 population—a place like Titusville, Fla., would do well to show up once on the INC. 500. As it turns out, two Titusville companies made this year's list, and we quickly figured out why: outer space.

From Titusville, you can look out the window at the Kennedy Space Center, and for some time, Titusville's economy has been tied to the fortunes of its more famous neighbor. With the start of the space-shuttle program in the early 1980s, Titusville was booming, bringing to town hundreds of professionals who needed the air-conditioning units sold by Gary Luke and Gary Altman and the personal-computer products advertised in Glenn Patch's *Computer Shopper*. More recently, the hiatus in the space-shuttle program after the *Challenger* tragedy has left 2,000 people temporarily unemployed in Titusville. But the official line from the Chamber of Commerce is that the next big project, the space station, will do for Titusville what microcomputers did for San Jose.

Company (1985 rank) Business description	Sales growth 1981-85 Percent increase		'85 sales (\$000)	'81 sales (\$000)	Profit range*		No. of employees		Date founded
					'85	'81	'85	'81	
236. Royal Silk (168) Clifton, NJ Silk fashion apparel	932%		\$35,600	\$3,450	D	D	170	35	1978
237. Unicon International Berkeley, CA Surveyors of marine cargo containers	919		8,640	848	D	F	70	10	1981
238. G. N. P. Loudspeakers (72) Pasadena, CA Audio/video/computer retailer	916		3,383	333	D	C	13	4	1977
239. Phoenix Microsystems Huntsville, AL Telecommunications test equip.	914		5,098	503	C	D	80	25	1977
240. Winn Packaging Fairfield, OH Mfrs. plastic bottles	912		8,585	848	C	D	140	25	1980
241. Robbins Communications (283) Pittsburgh, PA Communications installation	912		3,583	354	C	A	95	14	1978
242. Heurikon (240) Madison, WI Microcomputer boards & systs.	906		8,364	831	D	C	75	29	1972
243. Mar-Cor Industries Northbrook, IL Precious-metal recovery & refining	904		1,576	157	C	D	7	2	1981
244. Burlington Brands Burlington, NC Clothing outlet	896		4,374	439	C	C	30	3	1981
245. Corporate Investmt. Business Brokers Phoenix, AZ Business-brokerage franchisor	896		2,300	231	A	D	16	3	1981
246. Martin Forest Industries Healdsburg, CA Wholesale lumber broker	894		10,319	1,038	D	D	11	5	1979
247. Moss Telecommunications Services Grand Rapids, MI Telephone & data cable systs.	890		1,376	139	C	C	30	8	1977
248. Dixel Systems Vienna, VA Small-business systs.	889		29,758	3,008	D	D	69	30	1972
249. Crown Distributing Bridgeton, MO Distr. chemicals, adhesives	888		1,738	176	C	F	6	2	1980
250. Rizzo Simons Cohn Boston, MA Advertising agency	886		13,010	1,320	D	C	37	10	1981
251. Computer Shopper of Titusville Titusville, FL Magazine publisher	885		3,231	328	D	C	47	20	1979
252. Prime Resources (232) Stamford, CT Advertising specialties & premiums	884		4,112	418	B	C	52	14	1978
253. Polycom Huntsman Washington, PA Compounder of thermoplastics	881		57,505	5,864	D	C	97	35	1977
254. Computerized Lodging Systems (148) Long Beach, CA Resells computer systs.	880		8,655	883	C	A	27	12	1981
255. Action Equipment (18) Londonderry, NH Retails, leases construction equip.	877		11,606	1,188	C	D	81	10	1980
256. Garick Cleveland, OH Lumber & landscape supplies	876		1,756	180	D	E	6	3	1980
257. Royal Waterbeds (153) Ellisville, MO Waterbeds, furniture, & accessories	866		9,217	954	D	C	70	10	1977
258. Group 243 Ann Arbor, MI Advertising, design, & marketing	862		34,453	3,581	D	D	98	36	1974
259. Johnson Cartier Phoenix, AZ General contracting	859		35,755	3,729	D	D	95	20	1921
260. DeWolfe Lexington, MA Real estate svcs.	851		8,610	905	D	F	235	72	1949
261. Metro Information Services (86) Virginia Beach, VA Computer consulting	849		5,038	531	D	D	125	20	1973
262. Pro-File Systems (249) Conshohocken, PA Color-coded filing systs.	848		1,859	196	D	D	15	4	1979
263. Teleco USA Greenville, SC Distr. phone equip.	841		5,459	580	D	D	27	4	1981
264. ComputerLand of Phoenix (204) Phoenix, AZ Computer retailer	840		28,024	2,982	D	C	110	19	1978
265. Baillie Manufacturing Gibson City, IL Mfrs. highway trailers	839		7,889	840	B	F	104	15	1970
266. Star Nail Products Burbank, CA Acrylic fingernails	830		2,790	300	C	C	26	3	1981
267. Hard Engineering Huntsville, AL Communications test equip.	829		938	101	B		12	2	1981
268. L. M. S. Technical Services Farmingdale, NY Computer maintenance svcs.	827		1,122	121	C	C	15	3	1979
269. Titusville Air Conditioning Titusville, FL Air conditioning & heating	821		967	105	C	B	7	1	1981
270. Roberts Welding Contractors (185) Winterville, NC Industrial contractor	818		4,222	460	D	D	97	17	1977

*INC. estimate: A: 16% or more; B: 11% to 15%; C: 6% to 10%; D: 1% to 5%; E: Break-even; F: Loss

#302 HISTORY ASSOCIATES INC. ROCKVILLE, MD.



RHODA BAEZ

Philip Cantelon

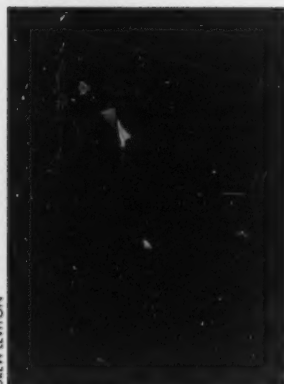
Alex Haley proved you could make money with personal history. Herman Wouk did it with world history. Now comes Philip Cantelon, who has figured out a way to turn a profit on institutional history.

Cantelon's History Associates has compiled a history of the Three Mile Island accident for the U.S. Department of Energy, written the corporate history of Texas Instruments Inc., helped organize the archives of Florida National Banks, and provided historical research in connection with lawsuits for the states of Texas and New Mexico. History Associates charges anywhere from a few thousand to a few hundred thousand dollars for its research and writing. But Cantelon is quick to add that the professional historians who oversee the projects will accept no money for historical revisionism in the cause of public relations.

Company (1985 rank) Business description	Sales growth 1981-85 Percent increase		'85 sales (\$000)	'81 sales (\$000)	Profit range*		No. of employees '85 '81		Date founded
					'85	'81			
271. Data Systems Computer Centre Union, NJ Microcomputer, peripheral sales	818%		\$35,749	\$3,896	D	D	70	25	1973
272. Vista Products Sarasota, FL Fabricates window treatments	812		5,033	552	D	C	54	5	1981
273. Association Management Services Leeds, AL Manages small-bus. trade assn.	811		3,125	343	C	D	58	8	1970
274. Starmark (298) Chicago, IL Advertising & public relations	809		12,630	1,390	B	C	32	7	1978
275. Triangle Software San Jose, CA Dvlps. software systs.	807		2,894	319	D	E	17	3	1980
276. Kron Medical Chapel Hill, NC Temporary physician svcs.	807		10,183	1,123	D	D	36	10	1980
277. Fit-All Sportswear Pilot Mountain, NC Mfrs. sports accessories	805		3,666	405	D	F	90	15	1972
278. Q. E. P. (263) West Nyack, NY Distr. construction tools	805		2,272	251	C	D	22	3	1979
279. Whitebirch (219) Breezy Point, MN Time-share & campground dvlpmnt.	796		17,866	1,993	C	D	600	235	1974
280. Contact Communications (488) Elmont, NY Radio paging	790		1,166	131	F	D	15	2	1980
281. Sinclair International (306) Portland, OR Financial svcs. & consulting	788		1,759	198	B	E	4	2	1971
282. Northland Environmental (92) Burbank, CA Water-purification systs.	779		6,393	727	C	F	90	10	1975
283. Judson Lumber Plain City, OH Wholesale/retail lumber	779		4,710	536	D	D	24	8	1981
284. Newbury Comics Cambridge, MA Records, comics, posters	779		1,645	210	D	C	13	4	1978
285. Cejka St. Louis, MO Executive search	778		1,729	197	B	E	17	1	1981
286. CIT Construction Inc. of Texas (301) Stafford, TX General contractor	778		8,600	980	B	B	30	10	1980
287. Vocational Training Center (455) St. Louis, MO Vocational schools	774		9,080	1,039	A	C	155	12	1961
288. Eastern Marine Construction Nashua, NH Roadway, utility, site work	768		963	111	D	D	22	4	1981
289. Presentables-Cinzia Mill Valley, CA Mfrs. women's lingerie	763		1,027	119	B	D	6	2	1980
290. Mellow Mail New York, NY Mail-order catalog	758		5,902	688	C	D	35	12	1977
291. AIM Pittsburgh, PA Designs, distr. gift items	757		891	104	C	F	5	1	1981
292. Warwick Data Systems Parsippany, NJ Data-communications equip.	754		1,820	213	D	A	6	2	1981
293. Calculus Construction Farmington Hills, MI Structural restoration contractor	752		3,127	367	C	E	17	5	1978
294. American Advertising Associates Redwood City, CA Direct-mail svcs.	752		1,644	15	D	E	8	2	1978
295. Mountain Computer Scotts Valley, CA Mfrs., mkts. peripherals	751		28,973	3,406	C	D	205	50	1977
296. Altex Electronics Carmel, IN Electronics distribution	749		1,519	179	D	F	10	4	1981
297. ETM Electromatic (387) Palo Alto, CA Mfrs. test equipment	740		5,671	675	D	F	100	20	1973
298. Marketing Resource Group Lansing, MI Business/political consultants	736		1,788	214	C	F	11	4	1980
299. Woodworker's Supply Albuquerque, NM Woodworking machinery & tools	734		8,854	1,061	D	D	35	16	1972
300. National Instruments (314) Austin, TX Computer interface equipment	733		7,210	866	C	F	82	26	1976
301. Plow & Hearth Madison, VA Country-living mail-order catalog	732		1,897	228	D	F	9	3	1980
302. History Associates Rockville, MD Historical/archival svcs.	732		1,081	130	D	C	18	3	1981
303. Comfab (337) Addison, IL Telecommunications equip. supplier	731		10,100	1,215	D	D	146	23	1974
304. T/Maker Mountain View, CA Publ. software	728		1,200	145	C	A	6	2	1980
305. Systems Research & Applications (228) Arlington, VA Computer professional svcs.	724		14,263	1,731	D	D	182	32	1978

*INC. estimate. A. 16% or more; B. 11% to 15%; C. 6% to 10%; D. 1% to 5%; E. Break-even; F. Loss

#329 MATARAZZO ASSOCIATES ATLANTA



Stanley Matarazzo

Ladies and gentlemen! The Amazing Matarazzo Brothers!

Last year, it was George Matarazzo, the landscape architect from Concord, N.H.—#409 on our list.

This year, it's brother Stanley, from Atlanta, who does international tax consulting for commercial banks—#329.

As kids growing up in New Jersey, Stanley was the studious one, but in the end, it was George who wound up with an advanced degree from Harvard University. George married a young woman from the South, then brought her up North. Stanley married a Northern woman, then brought her South.

This last has been a good year for landscaper George, but as it turns out, not good enough for the INC. 500: he's #574.

It's been a spectacular year, however, for tax consultant Stanley. With many of his bank clients, he earns a percentage of the previously unidentified foreign tax credits—and last year, there were plenty of tax savings. Stanley closed out 1985 with \$1.7 million in sales, up from \$411,000 the year before.

Company (1985 rank) Business description	Sales growth 1981-85		'85 sales (\$000)	'81 sales (\$000)	Profit range*		No. of employees		Date founded
	Percent increase				'85	'81	'85	'81	
306. Discovery Toys (164) Pleasant Hill, CA Educational toys	721%		\$37,963	\$4,622	D	D	118	24	1978
307. Money Market Services Redwood City, CA On-line market analysis	719		6,147	751	A	A	101	22	1974
308. International Recruiting Systems (458) Van Nuys, CA High-tech search agency	713		1,090	134	D	D	18	5	1973
309. Ettwein Construction (224) Bethlehem, PA Commercial/industrial construction	713		14,342	1,765	E	D	30	20	1978
310. TexCom Management Services San Antonio, TX Equipment leasing	711		16,506	2,036	C	C	30	8	1978
311. Telemarketing Systems Quincy, MA Telephone mktg.	707		847	105	C	F	34	12	1980
312. Suburban Landscape Associates Davenport, IA Landscape architect & contractor	706		1,660	206	D	D	65	8	1981
313. Infinite Creations Bamberg, SC Mfrs. all types of bags	705		1,119	139	A	B	32	22	1977
314. General Health (216) Washington, DC Health-care prods. & svcs.	705		4,216	524	F	F	77	10	1979
315. Zack's Famous Frozen Yogurt Metairie, LA Mfrs. frozen-yogurt mix	704		2,596	323	B	F	41	6	1978
316. Southern Office Furniture Distr. (82) Greensboro, NC Office furniture & design svcs.	698		9,044	1,134	D	D	54	8	1979
317. McClanahan New York, NY Textbook packager	697		3,967	498	A	A	7	3	1976
318. Data Base Publications Austin, TX Publ. computer magazine	697		2,549	320	F	D	26	4	1980
319. Software Clearing House Cincinnati, OH Mkts. systems software	696		3,146	395	D	B	45	7	1979
320. CPA Services (427) Brookfield, WI Publ. CPA newsletters	694		1,112	140	C	F	7	2	1979
321. Boiler & Heat Exchange Systems Chattanooga, TN Industrial steam boilers	691		3,930	497	D	D	38	6	1977
322. V. I. P. Structures (382) Syracuse, NY Architect/developer/contractor	689		12,234	1,551	D	F	105	20	1975
323. Dupey Management (381) Irving, TX Retail art supplies	678		70,000	9,000	D	D	85	27	1977
324. Doerr Group Limited Coldwater, MI Group health sales & adm.	675		3,341	431	D	D	4	1	1980
325. Nutrition Management Services (379) Kimberton, PA Food mgmt. svcs.	672		5,878	761	D	D	231	38	1979
326. Mitchell's Management Atlanta, GA Men's formal wear	671		18,721	2,428	D	D	400	250	1950
327. Swintec (318) East Rutherford, NJ Mfrs. electronic office prods.	668		28,495	3,708	D	D	42	39	1978
328. American Business Forms Greenwood, MN Distr. business forms	667		4,174	544	C	D	12	3	1981
329. Matarazzo Associates Atlanta, GA International tax consulting	664		1,658	217	D	A	4	2	1979
330. Integral Systems (365) Walnut Creek, CA Human-resources software	664		20,620	2,700	C	E	161	60	1972
331. Youthland Columbus, OH Retails children's clothing	662		14,510	1,904	D	D	90	25	1962
332. Staubach (91) Dallas, TX Commercial/investment real estate	662		5,506	723	B	D	95	20	1977
333. Ohlocraft Printing Mansfield, OH Commercial printer	661		2,434	320	D	D	30	10	1970
334. Electrical South Greensboro, NC Mfrs. industrial electronic controls	659		2,922	385	B	F	50	10	1977
335. Hornblower Yachts San Francisco, CA Provides yachts & ships to businesses	658		6,148	811	D	D	30	4	1980
336. World Leasing (222) Ridgewood, NJ Computer-equipment leasing	652		25,457	3,385	B	C	11	6	1976
337. Lender's Service (172) Pittsburgh, PA Real estate appraisals	652		34,373	4,571	D	D	382	109	1967
338. RAM Graphics (209) Alexandria, IN Distr. shirts & trophies	652		3,391	451	F	A	65	25	1976
339. Polaris Industries Minneapolis, MN Recreational/utility vehicles	651		90,000	11,980	B	F	534	117	1981
340. GPA Technical Consultants (413) Cincinnati, OH Engineering consulting	651		22,337	2,974	D	D	453	128	1979

*INC. estimate. A: 16% or more; B: 11% to 15%; C: 6% to 10%; D: 1% to 5%; E: Break-even; F: Loss

#373 THE FOREIGN CANDY CO. HULL, IOWA



LIE VAN ROEKEL

Peter De Yager

First, there was the gummy bear. Then, gummy worms, gummy strawberries, gummy hearts, gummy fish. One young correspondent has suggested gummy trees.

They are among the hottest candy items to come along in years, these chewy bits of color that seem the perfect compromise between a jujube and a gumdrop. And for the second year, they have sufficiently sweetened sales at The Foreign Candy Co. to earn a place on the INC. 500.

Former teacher Peter De Yager discovered the appeal of the gummy products while leading his high-school German-language students on a trip to Europe. His initial instinct was to import several lines of European candies for sale to students and neighbors as a way of raising funds for future class trips. But soon, these fund-raising efforts took on a business momentum all their own, and De Yager and his wife, Betsy, began selling candy through high-school language teachers all over the Midwest from a small office in their basement. It wasn't long before gummy products had become a national fad, and the De Yagers had a nationwide \$9-million import business.

Company (1985 rank) Business description	Sales growth 1981-85 Percent increase		'85 sales (\$000)	'81 sales (\$000)	Profit range*		No. of employees		Date founded
					'85	'81	'85	'81	
341. Forte Industrial Equipment Systems Cincinnati, OH Automated material-handling systs.	651%		\$2,177	\$290	B	A	7	1	1980
342. One Hour Delivery Service (235) Dallas, TX One-hour delivery svc.	651		3,205	427	C	C	80	16	1980
343. Commonwealth Mortgage (223) Wellesley Hills, MA Mortgage svc.	647		19,703	2,639	C	C	250	41	1961
344. Techne Electronics (251) Palo Alto, CA Vehicle security systs.	645		2,579	346	E	F	32	30	1975
345. Spectrum Systems Pensacola, FL Air-pollution monitoring svc.	645		767	103	C	A	9	2	1981
346. Promark Associates Teaneck, NJ Direct-mail mgmt. svcs.	645		752	101	D	C	6	3	1979
347. Technicomp (229) Cleveland, OH Technical training svc.	643		1,434	193	D	D	11	5	1979
348. BATA Resources Morristown, NJ Remarkets used IBM computers	640		9,891	1,337	D	D	16	3	1979
349. Medallion Construction Merrimack, NH General contractor	639		8,118	1,098	D	C	60	5	1981
350. Metrocall of Delaware (276) Alexandria, VA Paging & cellular mobile svcs.	638		14,554	1,973	F	C	129	23	1969
351. Rainbow Int'l Carpet Dyeing Waco, TX Franchisor, carpet cleaning	637		3,928	533	D	C	70	5	1981
352. Accutest Laboratories North Brunswick, NJ Environmental testing lab	635		1,500	204	A	E	30	6	1956
353. King's Roofing Portland, OR Roofing	634		1,937	264	D	A	20	5	1979
354. Unitec Construction Services Ann Arbor, MI General contractor	633		4,183	571	D	F	10	7	1955
355. Admax Fort Lauderdale, FL Publ. "for sale by owner" database	632		1,997	273	D	F	50	5	1978
356. S. J. Electro Systems (256) Detroit Lakes, MN Mfrs. alarm systs.	630		2,335	320	B	B	28	10	1975
357. Texas Lift Off Correction Ribbon Dallas, TX Mfrs. typewriter ribbons	629		2,006	275	F	C	27	8	1980
358. Mavidon Stuart, FL Mfrs. insulating prods.	628		1,741	239	D	D	13	2	1980
359. Communications Consultants (55) Virginia Beach, VA Advertising & public relations	628		5,718	785	D	F	29	6	1980
360. Integrated Systems (113) Palo Alto, CA CAE & software devlpmt.	626		3,080	424	B	C	30	8	1980
361. Personal Marketing Houston, TX Real estate mktg. prods.	626		4,703	648	D	C	78	8	1978
362. Birch Research (67) Coral Springs, FL Media research	626		4,659	642	F	C	75	12	1978
363. Byrne & Jones Paving St. Louis, MO Asphalt paving	623		4,314	597	D	D	50	10	1976
364. R&B (329) Huntingdon Valley, PA Automotive parts & accessories	621		17,204	2,386	D	D	180	30	1978
365. Heath Electronic Manufacturing Glens Ferry, ID Electronic assembly	621		1,009	140	C	B	40	20	1977
366. Daron Packaging Group (244) Glen Cove, NY Flexible packaging	620		1,447	201	B	A	6	2	1979
367. Granada Systems Design New York, NY Communication software	617		1,592	222	C	A	20	4	1979
368. Somerset Printing (270) Burlingame, CA Commercial printing	617		1,441	201	F	F	17	3	1969
369. Administrative Inform. Sys. (253) Bridgewater, NJ Medical soft/hardware systs.	617		3,368	470	C	E	34	6	1977
370. Computer Economics Carlsbad, CA Publ. newsletter	616		756	107	D	E	4	2	1979
371. Three Score Tucker, GA Catalog advertising	615		12,420	1,738	E	E	79	23	1978
372. Eldorado College Oceanside, CA Business college	612		2,228	313	D	F	31	5	1981
373. Foreign Candy (264) Hull, IA Distr. candies	611		8,738	1,229	C	C	45	16	1978
374. TravelCenter (369) Anchorage, AK Retail travel company	611		126,657	17,819	D	D	370	54	1946
375. Lazy Days R. V. Center Tampa, FL Recreational-vehicle dealer	609		43,290	6,107	D	D	115	30	1976

*INC. estimate. A: 16% or more; B: 11% to 15%; C: 6% to 10%; D: 1% to 5%; E: Break-even; F: Loss

#376 TRACKS TO ADVENTURE EL PASO



DON E. STEVENSON

Larry and Maria Olsen

#375, from the last page, will sell you one. And then #376 will plan your vacation.

We're talking RVs here—recreational vehicles. Winnebagos. Pace Arrows. Holiday Ramblers. Vacation homes on wheels. And especially for the growing retirement population in the United States, RVs are the way to go.

Just ask H. K. Wallace, of Lazy Days R. V. Center Inc. (#375). Years ago, he paid \$2,000 for a trailer so he could take the family for a vacation in North Carolina. When he arrived back home, he parked it out beside his house in Tampa, and damned if somebody didn't drive by and offer him \$4,000 for the rig. Now with \$43 million a year in sales, he and his family claim to run the largest single-location RV dealership in the country.

El Paso's Tracks to Adventure picks up from there. Taking a page from the wagon-train sagas, Maria and Larry Olsen organize groups of up to 20 RVs on excursions to Alaska, Canada, Mexico, even New Zealand. "Wagonmasters" lead the tours, "wheelwrights" are there all along the way to take care of any repairs, and "frontiersmen" scout out the campsites and attractions—and the natives.

Company (1985 rank) Business description	Sales growth 1981-85 Percent increase	'85 sales (\$000)	'81 sales (\$000)	Profit range*		No. of employees		Date founded
				'85	'81	'85	'81	
376. Tracks to Adventure El Paso, TX Recreational-vehicle tours	606%	\$1,003	\$142	C	F	12	3	1975
377. Brad Cable Electronics (360) Schenectady, NY Mfrs. cable-TV converters	603	8,864	1,260	C	D	257	54	1976
378. Schlott Realtors (218) Wayne, NJ Real estate brokerage svcs.	602	25,003	3,560	D	D	350	60	1971
379. Precision Connector Designs (179) Winchester, MA Electronic connectors	602	8,338	1,188	C	C	145	35	1977
380. Pacific Envelope (469) Anaheim, CA Mfrs., prints envelopes	602	10,723	1,528	D	C	61	17	1959
381. Godick (248) Philadelphia, PA Certified public accountants	600	1,968	281	D	C	41	11	1980
382. Ugly Duckling Rent-A-Car System (176) Tucson, AZ Rental-car franchising	598	63,500	9,100	D	D	30	8	1978
383. Communications Packaging Denver, CO Packaging for software, cassettes	596	8,335	1,197	D	D	135	2	1980
384. National Computer Print (333) Birmingham, AL Loan payment books	596	23,601	3,393	A	C	210	75	1974
385. All Pro Vending Dallas, TX Vending machines & food svcs.	591	3,137	454	C	F	17	9	1980
386. Temporary Solutions (189) Manassas, VA Temporary-employment svc.	590	2,471	358	D	D	20	3	1980
387. Network Data Systems Flushing, MI Dvips. software	589	1,110	161	C	F	23	4	1980
388. Steinbecker Brothers Greeley, CO General commodity trucking	588	26,824	3,897	F	F	346	185	1966
389. Contemporary Office Products Cleveland, OH Office supplies & furniture	587	2,753	401	D	D	20	7	1981
390. David W. Buker (423) Antioch, IL Mgmt. education & consulting	585	1,493	218	A	A	5	2	1979
391. Physicians Weight Loss Centers (171) Akron, OH Franchisor weight-loss ctrs.	585	7,306	1,067	B	B	29	9	1979
392. John Yantis (261) San Antonio, TX Heavy/utility contractor	584	11,939	1,745	C	F	105	21	1965
393. Keystone Leasing West Hartford, CT Industrial-equipment leasing	583	1,871	274	A	A	8	3	1977
394. DPN Enterprises Skillman, NJ Real estate publishing/consulting	581	1,090	160	A	F	18	12	1979
395. Personal Performance Consultants St. Louis, MO Employee assistance progs.	579	5,599	825	D	D	95	25	1975
396. Information Builders (200) New York, NY Mfrs. computer software	578	72,374	10,674	A	A	325	102	1975
397. Maxima (213) Rockville, MD Integrated info. tech., svcs.	574	27,141	4,027	D	C	435	108	1978
398. Consolidated Glass & Mirror Galax, VA Glass fabricator & mirror silvers	571	10,374	1,546	D	C	309	68	1979
399. Sunbelt Distributors (287) Houston, TX Frozen food	571	11,220	1,673	D	D	52	10	1977
400. Weingart (307) Fort Wayne, IN Mfrs. testing machines	569	7,521	1,125	C	F	211	20	1971
401. CTS Associates Detroit, MI Advertising agency	565	1,642	247	C	F	8	2	1981
402. Omega (322) Concord, CA Security & control svcs.	561	3,145	476	D	D	35	12	1973
403. Woodsmith Publishing (106) Des Moines, IA Woodworking magazine	559	3,063	465	D	F	17	7	1978
404. Placers Wilmington, DE Executive search & temp. help	557	4,257	648	D	D	24	16	1972
405. Worth Transport Toledo, OH Trucking	556	1,496	228	C	F	13	4	1980
406. Watkins Manufacturing (150) Carlsbad, CA Mfrs. hydrotherapy spas	555	20,300	3,100	B	B	170	47	1977
407. Lost Arrow (388) Ventura, CA Clothing & climbing equip.	554	31,156	4,765	D	D	175	70	1971
408. Hanley-Wood (156) Washington, DC Magazine publishing	552	10,797	1,656	D	C	55	6	1976
409. Fiesta Salons (412) Columbus, OH Hair & tanning salons	550	17,235	2,653	D	D	1,118	266	1974
410. Infotec Development (199) Costa Mesa, CA Computer svcs., engineering	549	11,775	1,815	D	C	225	58	1978

*INC. estimate. A: 16% or more; B: 11% to 15%; C: 6% to 10%; D: 1% to 5%; E: Break-even; F: Loss

#417 ETERNA-LINE CORP. BOISE, IDAHO



ANDREW BAKIND

Steve Neighbors

Did you ever wonder who paints the lines on highways? Meet Steve Neighbors, who has put stripes on so many roads that he's now earned a place on the INC. 500.

To hear it from Neighbors, the life of the highway striper is not without its trials. It's not uncommon for passing motorists to smudge your work or to try to force you from your appointed path or even to spit upon your person. And while television monitors now help chart the course of most striping machines, the results are not always perfect: on more than one occasion, Neighbors's workers have painted themselves into the soft shoulder (yes, there is a highway-stripe paint remover).

Neighbors sends his Eterna-Line machinery and crew chiefs around the country, painting stripes, grinding down bumps, and raising up sunken sections of highways. Local hires are often used to fill out the crews—with mixed results. "When we go South, it means we have to hire two or three people to do the job that could be done by one person from the North," Neighbors reports. "The only state we don't like to work in so much is California. The people there are self-oriented. We like to develop a team effort, but it's tough to do that in California."

Company (1985 rank) Business description	Sales growth 1981-85		'85 sales (\$000)	'81 sales (\$000)	Profit range*		No. of employees		Date founded
	Percent increase				'85	'81	'85	'81	
411. Culver Personnel Agency (332) San Diego, CA Placement firm	548%		\$1,347	\$208	D	D	46	9	1979
412. E. T. S. & L. South Dennis, MA Landscape construction	546		1,582	245	D	E	29	9	1977
413. Mandex (453) Springfield, VA Telecommunications engineering	546		16,110	2,495	D	D	169	65	1974
414. San Antonio Steel San Antonio, TX Steel construction materials	545		5,031	780	D	E	14	5	1965
415. Creel Morrell (341) Houston, TX Graphic design	545		2,483	385	C	C	35	15	1979
416. DSI Computer Services Fort Lauderdale, FL Installs, repairs computer equip.	543		1,113	173	D	A	12	1	1980
417. Eterna-Line (457) Boise, ID Specialty contractor	542		5,671	884	C	D	25	5	1972
418. University Computing Services Newark, DE Computing software & consulting	541		1,512	236	C	D	10	6	1979
419. Engineered Data Environments (166) Pleasanton, CA Mfr's rep for computer support	539		15,590	2,441	C	D	30	8	1980
420. DBMS Naperville, IL Full-service software	537		18,671	2,929	C	D	270	42	1979
421. Blind Maker Austin, TX Window coverings fabricator	537		4,003	628	D	F	70	15	1981
422. Publications & Communications (181) Austin, TX Publishes computer magazine	537		3,083	484	B	A	43	10	1979
423. Pyrotec Minneapolis, MN Mfrs. race-car driver's safety gear	536		1,241	195	C	F	13	2	1979
424. Avanti Communications Newport, RI Mfrs. telecommunications equip.	534		17,251	2,719	C	F	220	51	1977
425. MSI International Atlanta, GA Temp. help, executive search	534		14,837	2,341	D	F	141	81	1968
426. Summit Associated Marketing Lee's Summit, MO Marketing, advertising, & research	533		2,907	459	D	E	44	11	1978
427. Life-Link International (125) Jackson Hole, WY Sporting-goods equip.	532		2,416	382	D	F	42	8	1978
428. TABS Associates (220) Abingdon, MD Mail presort svc. bureau	532		9,407	1,488	D	B	700	475	1977
429. SAS Institute (227) Cary, NC Fourth-generation software	531		70,971	11,240	A	A	600	125	1976
430. Comprehensive Packaging Atlanta, GA Packaging graphics design	529		4,052	644	C	B	48	12	1980
431. Comp-U-Staff (354) Towson, MD Professional svcs./consulting	529		13,428	2,135	D	D	210	45	1978
432. Fairview Sintered Metals St. Mary's, PA Mfrs. powdered-metal parts	529		2,987	475	D	F	44	23	1978
433. Intile Designs Houston, TX Ceramic tiles & marble	528		5,156	821	D	F	42	3	1980
434. Tire Kingdom West Palm Beach, FL Tire retailer & auto svcs.	527		61,889	9,864	D	D	420	200	1978
435. SW Marketing Associates Dallas, TX Mfrs., supplies electronic equip.	527		1,260	201	C	D	7	3	1980
436. Bertucci's Waltham, MA Gourmet-pizza restaurant chain	526		1,691	270	C	D	25	2	1981
437. Harpers Aero S.E. Distribution (436) Miami, FL Specialized delivery svc.	526		11,939	1,907	D	D	275	145	1972
438. System EDM Mason, OH Laser machining	526		1,433	229	B	F	20	7	1979
439. WCO Bradenton, FL Distr. ophthalmic equip.	525		22,873	3,659	D	D	145	35	1972
440. Motivational Marketing Paramus, NJ Software sales & consulting	525		3,750	600	A	A	50	15	1978
441. National TV & Appliance (464) Salem, VA TV & appliance sales & svc.	524		9,423	1,509	D	D	40	20	1975
442. Parencorp Brookline, MA Real estate dvlpmt.	524		10,653	1,708	D	D	9	3	1978
443. Varitel Video (61) San Francisco, CA Video svcs.	524		4,627	742	D	A	45	3	1979
444. Colonial Circuits Fredericksburg, VA Mfrs. printed circuit boards	523		3,901	626	C	C	66	29	1980
445. Perfect Courier (243) New York, NY Courier svc.	522		17,973	2,889	C	C	500	250	1979

*INC. estimate. A. 16% or more; B. 11% to 15%; C. 6% to 10%; D. 1% to 5%; E. Break-even; F. Loss

Company (1985 rank) Business description	Sales growth 1981-85		'85 sales (\$000)	'81 sales (\$000)	Profit range*		No. of employees		Date founded
	Percent increase				'85	'81	'85	'81	
446. Stained Glass Overlay Costa Mesa, CA Designer glass prods.	522%	\$4,391	\$706	C	B	16	5	1980	
447. Ford's Chemical & Service Pasadena, TX Pesticides	521	9,081	1,463	D	D	52	35	1972	
448. Proforma (313) Cleveland, OH Distr. office prods., bus. forms	519	4,726	763	D	C	25	18	1978	
449. Hickerson's CATV Installation Raytown, MO Cable-TV installation	516	1,386	225	D	C	81	21	1979	
450. Baker Communications (186) Houston, TX Training & development	516	3,868	628	A	A	18	3	1979	
451. Ossian Chemical Davenport, IA Specialty chemical prods.	515	4,252	691	D	C	9	6	1974	
452. PNS (308) Racine, WI Packaging & shipping franchises	514	3,837	625	D	F	6	4	1976	
453. Century Marketing (130) Bowling Green, OH Mfrs. custom-printed labels	514	4,860	792	F	F	120	35	1980	
454. Schreiber (157) Trussville, AL Wastewater-treatment equip.	512	9,622	1,571	C	C	97	20	1979	
455. Akal Security (141) Santa Cruz, NM Security guard, investigative svc.	512	2,168	354	D	D	140	20	1980	
456. Kronos (146) Waltham, MA Computerized time-accounting systs.	511	11,839	1,937	D	F	165	25	1977	
457. Bradley Printing Des Plaines, IL Commercial printing	510	65,736	10,785	D	D	525	140	1963	
458. Dencom Systems Los Angeles, CA Mkts. & svcs. telephone systs.	507	826	136	C	C	13	1	1981	
459. Local Data (442) Torrance, CA Mfrs. protocol converters	507	8,472	1,395	D	D	104	14	1978	
460. Management Dynamics Yonkers, NY Custom software dvlpmnt.	506	981	162	D	E	14	4	1980	
461. American List Counsel (247) Princeton, NJ Mailing-list broker	505	16,261	2,687	D	D	58	18	1978	
462. Sage Federal Systems (269) Rockville, MD Computer programming svc.	504	13,209	2,188	D	D	86	40	1974	
463. LabelGraphics (289) Portland, OR Mfrs. labels	503	2,750	456	B	B	42	10	1979	
464. Construction Systems Associates Marietta, GA Computerized plant modeling	500	2,782	464	F	D	36	9	1976	
465. NELCO Richmond, VA Computer leasing	499	9,656	1,613	D	B	6	1	1979	
466. Calibrake (319) Independence, MO Remfrs. auto components	495	1,744	293	D	C	33	8	1979	
467. Hill International (410) Willingboro, NJ Mgmt. consultants	494	42,200	7,100	C	C	385	131	1976	
468. Centrac Associates (304) Seattle, WA Construction mgmt. consultants	494	4,562	768	D	C	86	20	1978	
469. Ropes Kokomo, IN Distr. material for water systs.	493	1,417	239	C	F	8	2	1981	
470. Accu Bite Lansing, MI Distr., mkts. dental prods.	491	1,701	288	D	C	22	7	1977	
471. Eastern Waste Industries (490) Annapolis, MD Trash removal	490	25,972	4,399	D	F	275	99	1978	
472. Elkington & Keltner Group (79) Memphis, TN Real estate developer	489	26,513	4,501	E	F	60	20	1974	
473. Landscapes Unlimited Lincoln, NB Golf-course construction	488	3,798	646	B	C	12	4	1976	
474. WPDS (257) San Diego, CA Dvlps. computer application systs.	488	7,121	1,212	D	E	25	8	1979	
475. Donnybrook Building Supply (459) Fairbanks, AK Building materials	487	17,057	2,908	D	D	95	25	1975	
476. Sound Security Portland, OR Sells security systems	482	1,262	217	D	D	24	9	1978	
477. John J. King Provisions (398) Bohemia, NY Distr. wholesale food prods.	481	9,958	1,715	D	D	24	6	1976	
478. Computer Methods Livonia, MI Software sales & svc.	481	7,443	1,282	F	D	170	40	1977	
479. S & M Press Garfield, NJ Commercial printing	480	742	128	A	A	10	5	1975	
480. Miller Business Systems (495) Arlington, TX Office supplies & equip.	476	43,869	7,618	D	D	300	89	1967	

*INC. estimate. A. 16% or more; B. 11% to 15%; C. 6% to 10%; D. 1% to 5%; E. Break-even; F. Loss

*INC. estimate. A: 16% or more; B: 11% to 15%; C: 6% to 10%; D: 1% to 5%; E: Break-even; F: Loss

#461 AMERICAN LIST COUNSEL INC. PRINCETON, N.J.



Donn Rappaport and Liza Price

Our nominee for the most genteel INC. 500 business is an old friend, the American List Counsel, whose offices are located in an historic 18th-century farmhouse in one of the most pleasant university towns in the United States. But don't be fooled. This aggressive \$16-million mailing-list broker is riding the wave of a retailing revolution that finds one out of every two U.S. consumers shopping from home by way of catalogs, 800-numbers, credit cards, and computers. The competition for home shoppers, in fact, is so intense that the price of quality lists has reached as high as 20¢ per name.

Even before there was an American List Counsel, Liza Price was the list broker for INC.'s publisher. Now in her own business with husband Donn Rappaport, Price's clients include retailers Neiman-Marcus and Bergdorf Goodman, fruit sellers Harry and David, and magazines ranging from *Ms.* to *U.S. News & World Report*. It is the company's third year on the INC. 500.

#488 T H HILL ASSOCIATES INC. HOUSTON



Tom Hill

Last year, he was #221. This year, it's #488. And if things keep going the way they've been going, Tom Hill figures it will be a miracle if he qualifies at all in 1987.

Hill is in the oil-field consulting business, and right now, there isn't much oil drilling going on. Not as long as OPEC is selling its oil for less than it costs U.S. companies to take it out of the ground. And certainly not the high-risk, high-cost offshore and critical-environment drilling for which T H Hill Associates offers its specialized consulting services. "We're thinking of diversifying some," Hill says.

Company (1985 rank) Business description	Sales growth 1981-85		'85 sales (\$000)	'81 sales (\$000)	Profit range*		No. of employees		Date founded
	Percent Increase	'85			'81	'85	'81		
481. Russ Pharmaceuticals Birmingham, AL Distr. pharmaceutical prods.	473%	\$1,743	\$304	C	F	26	4	1980	
482. Cincinnati ElectroSystems Loveland, OH Peripheral equip. for automation	473	5,106	891	D	F	95	20	1975	
483. Roddy Temporary Services Ann Arbor, MI Temporary-personnel svc.	473	1,289	225	B	C	177	35	1978	
484. Properties of America Williamstown, MA Developer	473	5,435	949	D	D	30	10	1974	
485. Micro Systems Fort Walton Beach, FL Defense control systs.	472	1,351	236	C	D	20	8	1976	
486. TeleAmerica (422) Northbrook, IL Telemarketing	472	1,652	289	C	D	12	4	1980	
487. Lombardo Agency Lancaster, PA Insurance agency & brokerage	471	1,600	280	B	D	5	2	1977	
488. T H Hill Associates (221) Houston, TX Mgmt. & eng. consulting	471	4,308	754	B	C	69	12	1980	
489. Cawecche Eng. & Construction Los Alamitos, CA Construction rehabilitation	471	3,024	530	D	E	13	14	1973	
490. Right Associates Philadelphia, PA Outplacement & reemployment	469	12,106	2,126	D	E	74	14	1980	
491. Townsend Agency Arlington Heights, IL Mktg. & advertising svcs.	467	1,497	264	E	E	18	6	1979	
492. Collier-Jackson Tampa, FL Newspaper & financial software	466	12,545	2,215	D	F	124	50	1975	
493. Malcus/Shannon Engineering Seattle, WA Aeronautical engineering svcs.	466	1,653	292	A	F	17	4	1981	
494. American Derringer Waco, TX Stainless-steel firearms	465	571	101	D	F	6	3	1980	
495. Central Petroleum Transport (445) Sioux City, IA Common carrier	464	1,287	228	D	D	2	1	1974	
496. AEI Burnsville, MN Real estate, oil, & gas	464	14,359	2,546	C	C	22	15	1971	
497. Sweet Stop Staten Island, NY Mfrs. & distr. candy novelty items	461	1,572	280	A	D	120	12	1979	
498. Dorothy's Ruffled Originals (245) Wilmington, NC Mfrs. & retails curtains	461	10,436	1,860	D	D	195	48	1976	
499. Corinthian Communications (432) New York, NY Media buying	460	112,000	20,000	D	D	18	6	1976	
500. C. M. Harris Charlotte, NC Insurance agency	459	6,219	1,112	D	F	83	47	1979	

*INC. estimate. A. 16% or more; B. 11% to 15%; C. 6% to 10%; D. 1% to 5%; E. Break-even; F. Loss

*INC. estimate. A. 16% or more; B. 11% to 15%; C. 6% to 10%; D. 1% to 5%; E. Break-even; F. Loss

HOW THE INC. 500 WERE SELECTED



Sara Baer-Sinnott

For special-projects editor Sara Baer-Sinnott, the INC. 500 is a year-round assignment. Even as one year's list is off to the printer, she is contacting chambers of commerce, accounting firms, venture capitalists, consultants, and trade associations looking for nominations for the next year's tabulation. Requests for nominations also appear in advertisements in INC. and *PR Journal*.

To qualify for the 1986 list, a company must be independent and privately held. The rankings are based on the percentage increase in sales during a five-year period. During the base year (1981), sales must have been between \$100,000 and \$25 million. And during the fifth year (1985), sales must have been greater than the year before. Rapidly growing companies that were very small in 1981 thus are not eligible for the INC. 500. Neither are companies that go public before the end of their fifth year.

This year, INC. received more qualification forms than ever before. These were verified by phone with company officials and their accountants. The verification is a painstaking task that falls mainly to our summer interns, and while it is not

the most intellectually stimulating job, it is also not without its lighter moments and long-term compensations. We remember Chauncy Lennon's question to the chief executive officer of Star Nail Products Inc. about the impact of the housing boom on his sales: it was only then that Chauncy discovered that Star Nail makes acrylic fingernails, not construction spikes. Paul Zurlo, as the junior member of the 500 research team, won the task of putting the thousands of applications in alphabetical order in boxes—which he later dropped on the floor. We remember Jeannie Quinn as the only intern who, against strong peer pressure, resisted the challenge of the daily crossword puzzle. And Anne Davidson thought her call to History Associates Inc. interesting enough to follow up with a successful job application.

Also helping to compile the list this year were Deborah Weeks and Laura Ashe. Hope Tompkins gathered the material for the brief profiles appearing among the listings.

Please note that the information published here is the only material INC. will make available. □